

F I L E 0 FM 2
5 FEB 1964

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : Central Qualifications Register

1. This memorandum contains recommendations for your approval. Such recommendations are contained in paragraph 6.

2. Attached as Tab 1 is a proposal for completing, through use of the RCA 501 computer, an Agency Central Qualifications Register for applicants and employees. The Assistant Director for Computer Services has concurred and his analysis is attached as Tab 2.

3. In 1952 the Agency initiated an employee qualifications coding system, of limited nature, utilizing IBM punched card methods. Through gradual expansion the system has now outgrown the capability of punched card methods and, for several months, has been phasing over to the RCA 501 computer.

4. When completed, this conversion will permit:

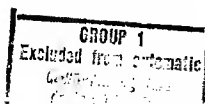
a. More selective recruitment of applicants by matching applicant qualifications against Agency needs.

b. Improved personnel placement by providing information to Career Service Boards and operating officials on employee qualifications.

c. Improved manpower planning through a more flexible statistical system.

d. The preparation, eventually, of biographic profiles through computer techniques.

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e. Improved procedures for the integration and consolidation of all information within the Agency on each employee.

5. Complete conversion can be accomplished during the next five years with the personnel now on board. Intensified conversion efforts would enable an earlier realization of the gains. This could be done in one year through the use of ten Agency retirees on contract. These individuals would not be charged against ceiling. The proposal will require \$15,000 in Fiscal Year 1964 and \$50,000 in Fiscal Year 1965, or a total of \$65,000. Once converted, the system would produce better results for the same money and manpower now being expended, or perhaps a little less.

6. It is recommended that you:

a. Authorize the further development of a Central Qualifications Register as a project utilizing ten Agency retirees on contract for one year and not charged against ceiling.

b. Authorize an additional \$15,000 in Fiscal Year 1964 and \$50,000 in Fiscal Year 1965, or a total of \$65,000, for the project.

Signed

L. K. White
Deputy Director
for Support

2 Attachments:

Tab 1: Memo dtd 29 Oct 63 to DD/S fr
D/Pers, subj: "Project for Development
of a Central Qualifications Register for
Applicants and Employees"

Tab 2: Memo dtd 29 Jan 64 to DD/S fr AD/CS,
same subject

CONCUR: *with recommendation that cost be absorbed
by the DD/S in FY 1964 + FY 1965 operating budgets. **

John M. Clarke
Director of Budget, Program Analysis and Manpower

11 Feb 1964
Date

The recommendations contained in paragraph 6 are approved:

** subject to above proviso*

for Marshall S. Carter

Deputy Director of Central Intelligence

14 MAR 1964
Date

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Approved For Release 2002/08/14 : CIA-RDP84-00780R000500080005-6
SPA-DD/S:JHP:fmf (30 Jan 64)
Rewritten:JHP:fmf (5 Feb 64)

Distribution:

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- 1 - AD/CS via DD/S&T w/atts
- 2 - DD/S subject w/atts

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Approved For Release 2002/08/14 : CIA-RDP84-00780R000500080005-6

TRANSMITTAL SLIP		DATE
TO: Colonel White		5 Feb 64
ROOM NO.	BUILDING	
REMARKS: <i>John Clarke felt that the DDCI should approve because of additional funds required</i> Recommend your signature. <i>JHP</i> JHP		
FROM:		
ROOM NO.	BUILDING	EXTENSION

Approved For Release 2002/08/14 : CIA-RDP84-00780R000500080005-6

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Approved For Release 2002/08/14 : CIA-RDP84-00780R000500080005-6

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MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT: Central Qualifications Register

1. This memorandum contains a recommendation for your approval. Such recommendation is contained in paragraph 5.
2. Attached as Tab 1 is a proposal for establishing through use of the RCA 501 computer an Agency Central Qualifications Register for applicants and employees.
3. The proposal involves the use of ten Agency retirees on contract for a period of one year. These individuals would not be charged against ceiling. The conversion will require \$15,000 in Fiscal Year 1964 and \$50,000 in Fiscal Year 1965, a total of \$65,000 for the project.
4. Representatives of the Office of Computer Services have concurred. Their analysis of the proposal is attached as Tab 2. The analysis indicates that the system would be highly advantageous to the Agency and, once converted, would not require any additional personnel ceiling within the Office of Personnel.
5. It is recommended that you approve the attached proposal for a Central Qualifications Register with the understanding that the personnel used on the project will not be charged against ceiling. It is further recommended that you authorize an increase in Office of Personnel funds amounting to \$15,000 in Fiscal Year 1964 and \$50,000 in Fiscal Year 1965, or a total of \$65,000 for the project.

L. K. White
Deputy Director
for Support

2 Attachments:

Tab 1: Memo dtd 29 Oct 63 to DD/S fr
D/Pers, subj: "Project for Development
of a Central Qualifications Register for
Applicants and Employees"

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classification

Tab 2: Memo dtd 29 Jan 64 to DD/S
fr AD/CS, same subject

CONCUR:

John M. Clarke
Director of Budget, Program Analysis, and Manpower

Date

The recommendation contained in paragraph 5 is approved:

Marshall S. Carter
Deputy Director of Central Intelligence

Date

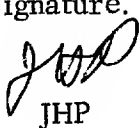
SPA-DD/S:JHP:fmf (30 Jan 64)

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- 1 - AD/CS via DD/S&T
- 2 - DD/S Chrono, Subject

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Approved For Release 2002/08/14 : CIA-RDP84-00780R000500080005-6

TRANSMITTED BY:		DATE
TO: Colonel White		
ROOM NO.	BUILDING	
REMARKS:		
Recommend your signature.  JHP		
FROM:		
ROOM NO.	BUILDING	EXTENSION

Approved For Release 2002/08/14 : CIA-RDP84-00780R000500080005-6

29 January 1964

MEMORANDUM FOR: Deputy Director (Support)

STAT
ATTENTION : Mr.
SUBJECT : Central Qualifications Register

1. At your request OCS reviewed the Office of Personnel's proposal to establish an Agency-wide Central Qualifications Register for applicants and employees. Attached for your information is a summary evaluation of the project with particular emphasis given to computer-related implications. Our general conclusion is that the proposed system is technically feasible, within our computer capability, and reasonable in terms of its approach to the problem.

2. We have not been able to make a judgment on whether or not the project is worth the cost to CIA. Future savings in manpower would largely depend on how effective the system is used as a management tool. In launching the program management essentially commits itself to the assumption that the end products will prove highly valuable and worth the cost involved in initializing the system and keeping it up to date.

JOSEPH BECKER
Assistant Director,
Computer Services

cc: DD/S&T
Director of Personnel

1- DD/S

Subject

28 January 1964

SUMMARY EVALUATION OF PROJECT TO DEVELOP A CENTRAL QUALIFICATIONS SYSTEM FOR APPLICANTS AND EMPLOYEES

1. BACKGROUND

A. The proposal to establish a Qualifications System is the fourth attempt by the Agency to generate a workable, mechanized system for handling Employee/Applicant qualifications. The three previous attempts were EAM systems using punch cards. Each, in all fairness, was progressively better than its predecessor, but all contained the same basic weaknesses:

1. There was never assembled an adequate staff of qualified analysts to formulate, code, and maintain a qualifications system;
2. None of the previous systems were coded to completion;
3. None were ever maintained on a current basis; and
4. None of the previous attempts ever had an exhaustive test period prior to its implementation.

B. From all indications, these problem areas have been taken into consideration in developing the proposed system.

C. A major element of the new system is a very highly detailed coding structure. The system will require the services of a competent staff of qualified analysts to interpret the detailed codes in terms of daily operating requirements. The more detailed, or specialized, the coding, the more chance of varying interpretation by other than qualified analysts.

D. Responsibility for developing a computer system in support of employee/applicant qualifications was placed on ADPD (originally in the Office of the Comptroller - now a Division of Office of Computer Services) as part of the original justification for lease of the RCA 501 computer system.

2. CURRENT SITUATION

A. As far as the Office of Computer Services/ADPD is concerned the qualifications system has been operational for more than six months. The system now contains most of the Master Qualifications Records for Agency GS-15, 14, and some GS-13 personnel. Seven (7) computer programs have been written, de-bugged, and are operational. Two (2) programs, completing the programming effort for this system, remain to be written. Only one (1) of the remaining programs will be written by Agency personnel. The other - a "SEARCH ROUTINE" - is to be provided by RCA as part of their software package. Sample copies of computer-produced Qualifications Registers, and other related material, are on file in the Office of Personnel.

B. Machine support of the system will require approximately forty (40) hours per annum for regular file maintenance on the RCA 501. When the system is fully operational to the point at which requests for computer searches are handled routinely, it is expected, that one (1) hour per day on the RCA 301 will provide ample time to do any number of ad hoc searches. This has been planned for third shift operations, resulting in 24-hour turn-around service.

3. ADVANTAGES OF PROPOSED SYSTEM

A. Greater depth of coding data allows for greater selectivity of retrieval.

B. New system data can be used for:

1. More selective recruitment of applicants by determining hiring needs;
2. Selection of personnel for evaluation of skills as applicable to job vacancies;

3. Selection of personnel for backstopping other employees and their skills;
4. More comprehensive and up-to-date statistical compilations.

C. System apparently can be installed with no increase in machine or manpower requirements to service the system.

4. CONCLUSIONS

A. It is anticipated by Agency personnel with experience in this area of operations that more use will be made of this system than any previous system, because the new system is more comprehensive, is designed with computer equipment in mind, and will contain more information than was ever possible before.

B. It is believed that the system meets the requirements of the customer office.

C. It is also believed that approval to proceed with the system and conversion should be contingent upon the following:

1. That an adequate staff of sufficiently qualified personnel be established to formulate, code, and convert records for the system.
2. That every attempt be made to complete the coding of the system in the shortest time practicable.
3. That responsibility be placed on the Office of Personnel for maintaining the system on a current basis.
4. That the Office of Personnel have sufficiently qualified personnel to maintain accuracy of the data in the system.
5. That sufficient tests be made to insure the accuracy and reliability of data selected as a result of machine searches.

D. It is believed that if these conditions are not met, the proposed system will inherit the same problems of preceding systems as mentioned in BACKGROUND, above.

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DD/S 63-4748

Approved For Release 2002/08/14 : CIA-RDP84-00780R000500080005-6

29 October 1963

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Project For Development of a Central Qualifications Register For Applicants and Employees.

1. This memorandum contains a recommendation for the approval of the Deputy Director (Support). Such a recommendation is contained in paragraph 4.

2. Approval has been requested by the Personnel Operations Division to develop a Central Qualifications Records System utilizing RCA 501 electronic data equipment.

3. Project description, justification, and cost estimates are attached. Funds are not available in the Division's Fiscal Year 1964 operational allotment.

4. It is recommended that this project be approved at a cost not to exceed \$65,000.

/s/ Emmett D. Echols

EMMETT D. ECHOLS
DIRECTOR OF PERSONNEL

Attachment: As Above

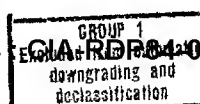
The recommendation contained in paragraph 4 is approved

Date

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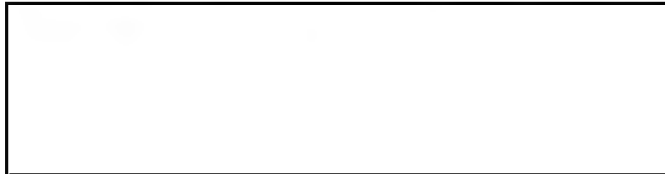
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PROJECT OUTLINE

29 October 1963

PROJECT SUBJECT : Installation and development of a Central Qualifications Register and Locator System for applicants and employees, utilizing the RCA 501 equipment.

ORIGINATING DIVISION : Personnel Operations Division, Office of Personnel



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FUNDS REQUESTED : FY 1964

CURRENT STATUS : New

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Approved For Release 2002/08/14 : CIA-RDP84-00780R000500080005-6

1. PURPOSE OF PROJECT

It is essential that the Agency secure the services of ten manpower specialists for a period of one year to assist in the installation of a Centralized Qualifications Register and Locator System. The services of these specialists are needed to accomplish the following:

- a. To complete the coding of an initial qualifications record on each Agency employee.
- b. To integrate and consolidate with the initial qualifications record pertinent data from the Office of Training, Military Personnel Division, and Office of Personnel, Records and Transactions Branch.
- c. To install a system for maintaining these records on a current basis.
- d. To install an applicant qualifications system which will be accomplished in the same manner as the pre-CIA experience portion of the qualifications system.

2. ORIGIN AND POLICY GUIDANCE

Pursuant to the request of the Director of Personnel, a study (See tab A attached), was made to determine the extent to which the Office of Personnel need register the qualifications of Agency Personnel and to define a method by which the system should be put into effect. The 1955 study pointed out that the IBM coding system used at the time lacked the flexibility and refinements necessary to meet Agency needs. In accordance with recommendations made in the study, which were approved by the Director of Personnel, the Qualifications Analysis Branch devised and developed a multidimensional qualifications register and locator system, which is now ready for implementation and use in the RCA 501 equipment.

3. SITUATION

The new Qualifications Register and Locator System has been tested to the extent possible at this stage of development, and it has been determined that it is capable of successfully achieving the purpose for which it was developed. Time is the major factor which dictates the need for supplemental personnel to install the system. It is not possible, with the present personnel ceiling, to complete the additional tasks outlined in paragraph 1 above. Without outside assistance the time required to install the records system would be such as to make the entire program difficult, if not impossible of achievement.

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e. Following the initial recording and integrating of information on each employee, some form of maintenance will be necessary to keep the individual records up to date. Maintenance on an up-to-date basis will be handled by use of a Qualifications Supplemental Questionnaire which will be forwarded to the employee at the time his fitness report is due. Information contained in the fitness report and on the supplemental questionnaire will be used to record newly-acquired skills and experiences.

f. The next phase of the Qualifications Records System would be the development of an Applicant Qualifications Register. This register would be established in the same manner as the pre-CIA experience portion of the Employee Qualifications System.

g. The last phase would be the development of a computer-produced Biographic Profile for agency employees. The creation of Biographic Profiles at this stage could be accomplished simply and quickly, since most of the steps would have been accomplished in the process of setting up the Employee Qualifications Register as stated in paragraph 4 above.

5. SECURITY

a. Individuals selected for assignment to this project will be former Agency employees and will be fully cleared. They will perform their duties at the Headquarters Building in Langley; therefore, no cover instrumentality is required.

b. Knowledgeability. Individuals assigned to the project will be witting of the Agency's sponsorship.

c. Occupational security. Security measures applicable to regular staff employees will apply to personnel assigned to the project.

d. Risks. There are no unique security risks connected with the project.

e. Personnel disposal. No disposal problems. Individuals assigned to the project will be former employees returned to duty under contract.

f. Disaster plan. The disaster plan for the Office of Personnel will apply to personnel assigned to the project.

6. COORDINATION

a. Relation to other projects. The classification and coding of applicants' and employees' qualifications under this project was

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accomplished formerly by OP/POB/QAB and, therefore, will continue to be closely related to the activities performed by the Qualifications Analysis Branch.

b. Extent of coordination. The part of the project concerned with classifying and coding of skills, knowledges, and experience has been coordinated generally with manpower planners at all echelons in the DD/I, DD/P, DD/SAT, and DD/S components. The detailed procedures of integrating the Office of Training, Military Personnel, and Office of Personnel, Records and Transactions Branch, data with QAB records has been and will be coordinated with components concerned and with representatives of the Automatic Data Processing Division, Office of Comptroller, and Office of Computer Services. Close collaboration with manpower planners in all major components will be necessary during the initial stage of development.

7. CONTROL

a. Nature of. This project will be under the immediate control of the Personnel Operations Division, Office of Personnel.

b. Administrative plan. None is required.

c. Reports. No unusual reporting procedures will be involved.

8. BUDGET DATA

a. Overall CIA funds required for Fiscal Year 1964: \$35,000.

b. Availability of CIA funds required. No funds are available for this project in the Fiscal Year 1964 budget of the Office of Personnel.

c. Non-CIA funds. NA

d. Foreign funds. NA

e. Funding. Expenditures on this project will be restricted to salary payments only and will be handled by the administrative office of the Office of Personnel.

f. Financial history. NA

g. Future requirements. The project will require an additional \$30,000 for Fiscal Year 1965.

9. SUPPORT DATA

a. Total cost. An estimated \$65,000 will be required to cover the

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cost of this project, \$35,000 for Fiscal Year 1964 and \$30,000 for Fiscal Year 1965. These funds will be used to cover salaries of personnel assigned to the project.

b. Personnel. Ten professional analysts will be required. Several proposals for securing qualified personnel for staffing this project have been considered; i.e.,

- (1) The use of security-cleared prospective staff employees under contract;
- (2) The use of part-time employees - wives and other dependents of staff employees;
- (3) The use of Interim Assignment Section pool personnel; and,
- (4) The use of Agency retirees (military and civilian personnel).

Of the above proposals, the use of retirees is deemed most acceptable from the following standpoints:

- (1) Security. No extended security clearance would be required to assign former civilian or military personnel to the project.
- (2) Economy. The salary paid to a reemployed annuitant would be one-fourth to one-third less than that paid to a regular staff employee, because the annuity which the retiree receives from the Civil Service Retirement System is considered a part of the overall salary established for the position.
- (3) Position Qualifications. Agency retirees would know unique manpower requirements, terminology, etc.; no long training program would be needed.
- (4) Physical Qualifications. Unless retired on disability, it would appear that no medical problems would be encountered.
- (5) Availability. Former employees now living in the area would be selected, and no expense would be involved in a change of residence.
- (6) Salary. A reemployed annuitant would be allowed to retain his entire retirement payment, provided that the combined salary and retirement payment would not exceed the salary established for the position. In no case would the annual salary exceed the gross salary received by the annuitant at the time of his original retirement.

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The staffing pattern (see tab E) developed for the project by the Personnel Operations Division was not devised to indicate position requirements nor to fix grade levels for recruitment. It was developed by the Division primarily to reflect a flexible organization based upon project functions and to establish appropriate salary ranges, for use in rehiring agency annuitants and/or other former employees. Such flexibility in the staffing pattern is deemed appropriate in view of:

- (1) The time factor established for completing the task (one year);
- (2) The non-availability of qualified manpower from labor markets outside agency internal resources;
- (3) The need for negotiating salary payments to induce highly-qualified annuitants to return to Government service; and
- (4) After experience is gained, the need to adjust duties and responsibilities in line with an individual's qualifications and capabilities.

In no case would the combined salary and annuity of a reemployed retiree exceed the maximum salary established for a particular position, nor would the combined salary and annuity exceed the gross salary received by the annuitant at the time of his original retirement. In fact, the staffing pattern and the project outline were designed to limit the average annual salary to approximately \$6,500 per person.

Should a candidate other than a former employee be considered for assignment to the project, the minimum salary for the GS grade indicated on the staffing pattern would be used in processing the employee for entry on duty.

c. Space requirements and location. Due to administrative security problems, it is necessary that the work be performed on Agency premises, preferably in an area adjacent to QAB. Approximately 75 square feet of floor space will be required to house the task force.

d. Training. No requirements for specialized training of personnel will be generated by this project.

e. Material. No unusual supply problems are involved. Material requirements will be met through normal Agency supply channels. However, the project will require ten two-drawer safe-type desks, each with a side panel.

f. Communications. No unusual communications problems are involved.

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10. GENERAL CONSIDERATIONS

a. Current status. Time is the factor dictating the need for personnel to carry out the project. Without a task force of ten contract employees the time required to install an operational system would be such as to make the entire process difficult, if not impossible, of achievement.

b. Commitments. No commitments have been made. However, after installation of the system a minimum of four employees will be required to operate and maintain the records on a current basis. Maintenance of individual qualifications records on an up-to-date basis would be accomplished automatically; however, it would be necessary to obtain additional data from the individual employees periodically, as outlined in paragraph 4 c. above. The size and composition of the staff required to maintain the system, once it becomes operational, cannot be accurately forecast at this time, due to the lack of knowledge of the intensiveness with which this system will be used by manpower planners, and due to the lack of information on how much computer time will be available to QAB on a scheduled or free-time basis. However, if computer time is not programmed or available when needed, a companion register locator system will be used. The disadvantages of the companion locator system are that it requires a manual search and is slightly slower; also, the number of personnel permanently assigned as qualifications analysts will have to be increased to permit manual searches of qualifications registers produced.

c. Effectiveness. See Current status (paragraph 10 a. above).

d. Anticipated results. The installation of the Qualifications Classification and Coding System will facilitate the selection of personnel for Agency assignments by:

(1) Providing career service panels and operating officials with a records screening device for locating individuals who possess specific skills, knowledges, and experience, to meet current requirements, and for staffing Agency positions under conditions of national defense emergency.

(2) Provide manpower planners with readily accessible information for the preparation of statistical studies on data concerning employees, applicants, and participants in Agency military reserve programs.

e. Evaluation. The effectiveness of the program can be measured in terms of the accuracy of the registers already produced and their usefulness to manpower planners in meeting the objectives outlined in paragraph 10 d. above.

f. Policy questions. There are no new undefined policy questions involved with the project.

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- g. Congress. NA
- h. Extra agency action. NA
- i. Proprietary costs. NA
- j. Special considerations. NA
- k. Liquidations. NA

/s/ Emmett D. Echols

DIRECTOR OF PERSONNEL

Attachment: Study

Approved:

**DEPUTY DIRECTOR
(SUPPORT)**

COMPTROLLER

Distribution:

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OP/POD/1 (29 Oct 63)

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Approved For Release 2002/08/14 : CIA-RDP84-00780R000500080005-6

1 July 1959

1. PROBLEM

- A. To determine the extent to which the Office of Personnel need register the qualifications of Agency staff personnel and to define the method in which this is to be done.

2. ASSUMPTIONS

- A..There is a define need for a central qualifications register to facilitate the selection of personnel for Agency assignments. This register will, among other things:

- (1) Provide Career Service Panels and operating officials with a records-screening mechanism for locating individuals who possess specific skills, knowledge and experience to meet current requirements and for staffing Agency positions under the conditions of national defense emergency.
- (2) Provide manpower planners with readily accessible information for the preparation of statistical studies on data concerning employees, applicants and participants in the Agency's Civilian Reserve programs.

3. FACTS BEARING ON THE PROBLEM

- A. Ever since the close of the Korean War, Agency manpower planners and operating officials have become increasingly concerned over the Agency's lack of a records system, which would disclose, in addition to the general qualifications, specific skills to coincide with changing operational needs and to meet "crash" situations.
- B. In 1952, the Office of Personnel in an attempt to overcome this deficiency, inaugurated a mechanical system for the purpose of registering occupation, area and language specialists for quick reference. Between that date and 1955, the system was revised to make use of the Intelligence Subject Code (tab 1).
- C. In addition, late in 1956, a Biographic Profile program was developed to provide a quick review of an employee's background and experience. (However, the Profile does not reflect employee skills (tab 2).

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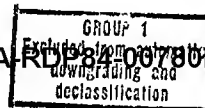
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- D. In the years that followed, numerous changes were made in the qualifications recording system to increase the number and types of qualifications that could be recorded by the IBM procedure. Such a revision was made in 1957, and this is currently in use. However, the system is still deficient, a fact demonstrated by our inability in the past few years to locate certain qualified individuals to meet "crash" needs in the NE and SE Asia areas.
- E. To surmount this difficulty, many organizational components have developed independent employee qualifications record systems with particular focus on those special skills needed to meet specific staffing requirements of the component involved:
- (1) Office of Research and Reports (Tab 3)
 - (2) Office of Logistics (TAB 4)
 - (3) Office of Communications Career Service (Tab 5)
 - (4) Political and Psychological Staff/Para-Military Division (Tab 6)
 - (5) Near East Branch Personnel File (Tab 7)
- F. Other Government Agencies have in effect methods and procedures for recording employee qualifications:
- (1) Department of State (Tab 8)
 - (2) Atomic Energy Commission (Tab 9)
 - (3) Civil Service Commission (Tab 10)
- G. All of the military services have Mechanical Qualifications Registers and Supplemental Qualifications Records Systems:
- (1) Navy (Tab 11)
 - (2) Army (Tab 12)
 - (3) Air Force (Tab 13)
 - (4) Marine Corps (Tab 14)
- H. The problem confronting the Agency with reference to the need for and the extent to which it should record employee qualifications to meet current and long-range requirements is considered analogous to the problem of the military services in insuring the availability of reserve personnel to meet cold war and hot war requirements.

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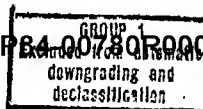
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4. DISCUSSION

- A. The Qualifications Analysis Branch has largely confined its study to the two points set forth in the problem; namely, (1) the extent to which the Agency has need to register employees qualifications, and (2) the method for doing so. However, the evaluation of the existing Qualifications Record System was considered so essential to any consideration of the problem that it has been covered in detail in this report to indicate the scope and complexity of administering and maintaining an accurate Qualifications Record System on an up-to-date basis.
- B. Generally speaking, the Qualifications Register and the Biographic Profile (referred to hereafter as the Qualifications Record System) have been useful in screening a majority of Agency employees on the basis of occupational areas in which the individuals have had experience, as well as on other pertinent data such as area experience, language knowledge and educational background. However, neither the Register nor the Profile, contains sufficient information about those special occupational skills or skill levels that are possessed by the individual to enable the Career Service Panel or operating officials to screen individuals based upon a varying combination of skills.
- C. In addition to facilitating the selection of personnel for Agency Assignments, the purpose of employing a mechanical system of registering employee qualifications on punch cards and the use of a Biographic Profile form was to eliminate time-consuming, filescreening techniques and the trafficking in Official Personnel Folders. This has been only partially effective due to the lack of information on specific skills, knowledge and experience in both the Qualifications Register and on the Biographic Profile form.
- D. Since the latest revision of the IBM Register system in 1957, only [] employees have had their qualifications initially recorded. This still leaves approximately [] to be coded, and no action has been taken to bring those records initially compiled up-to-date.
- E. Similarly, only [] Biographic Profiles have been prepared since the program was introduced in 1956, and, at the present production rate it will not be possible to have a profile prepared on each employee within the foreseeable future.

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- F. Inasmuch as the Biographic Profile problem was a part of the Qualifications screening system, it should have been developed as a companion program. This, however, was not done. Rather the Biographic Profile was developed independently of the Qualifications Register System and by a different staff with little or no planning for the execution of their respective functions. Thus, the independent actions the two groups have resulted in a duplication of effort in that both the Biographic analyst and the Qualifications' analyst review the same documents in the personnel folder for recording the same, or similar, type of information. The inability of the analysts to complete the initial records of all employees and to maintain them on an up-to-date basis has deprived the Agency of vital information on employee's skills.
- G. Other weaknesses also have been noted in the present Qualifications Record System; for example:
- (1) The IBM codes now in use were not tailored to record special operational skills essential to Agency staffing requirements; furthermore, this information is not available in Official Personnel Folders. Thus, the Qualification analysts are coding Agency experience based on the title of a position held by the incumbent rather than on skills required in that position.
 - (2) The present form used (Tab 15) in coding the employee's educational background limits the analyst in that he can code only one type of Bachelor Degree on the form; also, he cannot specify a trade school attended by name or type, nor has any provision been made for recording attendance at a military school.
 - (3) While the use of the area knowledge codes permit the analyst to code on the form the individual's familiarity with a particular region or country, it does not permit the recording of the type of knowledge (political, economical or cultural) acquired, nor is it possible to code the extent of the knowledge acquired.
 - (4) Another weakness in the present Qualifications Records System is the exclusive use of the Official Personnel Folder as the source of information. In too many instances, the information contained in the folder is either misleading or inadequate. For example, the Personnel History Statements, the PHS Supplements and the Qualifications Questionnaire forms, filled out by the individuals themselves, are slanted toward a particular type of assignment or area. This gives a distorted picture of the individual's qualifications since

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this information is picked up by the analysts and coded. In addition, the Official Personnel Actions, Forms #1150, do not always reflect the true assignment of the individual due to slotting techniques employed by the area personnel officers and due to the extensive use of details to positions that are not made a matter of record.

- (5) In too many instances, other qualifying data, such as assignment and evaluation test records, medical and security information, and special operational skills, are not found in the personnel folder. While it is not essential that all the information contained in these records be consolidated with a central qualifications record system, the lack of qualifying or disqualifying information in the central personnel records deprives selection officers of this vital information. The net result is that they receive only a partial picture, making the selection of less qualified individuals possible, if not probable, whereas better qualified individuals are passed over.

H. Due to the deficiencies in the present Central Qualifications Record System, various methods have been utilized at different organizational levels to locate those employees possessing skills pertinent to a particular type of operational function. Some of the systems utilized to date are as follows:

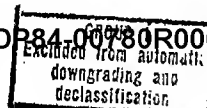
- (1) The Component Qualifications Register or Biographic Data System

The Office of Personnel Qualifications Record System is used by organizational components primarily to locate employees according to general qualification categories (language and area knowledge, or by position, grade or date of grade, etc.). It is not possible under the existing record system for components to locate individuals possessing specific skills to meet their particular requirements. Therefore, manpower planners at various organizational levels have been required to develop, administer and maintain independent qualifications record systems with focus on specific categories of individuals, thereby duplicating the efforts of the Qualifications Analysts in the Office of Personnel.

- (2) Personal Contact or, Knowledge Method

Some operating officials feel that no qualifications record system is needed in the Agency. They believe that the intelligence group is so strongly integrated that contact with any one type of operational or research specialist would develop information for locat-

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ing other qualified individuals. This concept has proven incorrect as indicated in the Korean, Middle East and South East Asian Crises. It is just as absurd for operating officials to locate skilled individuals to meet operating requirements by relying on memories of co-workers, both present and former, as it is for insurance companies to determine premium rates without actuarial tabulations. Employees brought to the attention of officials in this manner are not always the ones best qualified to meet the immediate needs.

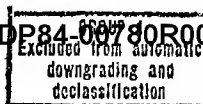
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5. CONCLUSION

- A. It is believed that there is a definite need for the development of the Central Qualifications Record System based on the following:
- (1) Sudden requirements for individuals possessing special skills invariably result in confusion, competition between organizational components for qualified employees, and a loss of time and effort on the part of Career Service Planners and operating officials. It has also led to a duplication of efforts and the administration and maintenance of a variety of personnel

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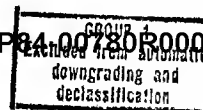
records both within the Office of Personnel and in various operating components.

- (2) The lack of a complete and detailed qualifications record on each employee has resulted in operating officers having to accept less than the required standards when staffing operational type positions. Examples of "crash" programs involving at times the use of partially qualified personnel occurred during the Korean, South East Asian and NE emergencies.
- (3) In addition to the above, the development of a central qualifications record system would reveal critical areas of weaknesses in existing Agency skills and could assist manpower planners in guiding training efforts to overcome them.

B. It is believed that the following steps are essential to the establishment of an adequate central qualifications record system:

- (1) The consolidation and/or integration of all Agency records having to do with information on employee qualifications or disqualifications (i.e., medical, security, assessments and evaluations, etc.).
- (2) The development of a coding system for registering special operational skills and skill levels possessed by the individual.
- (3) The reconstruction of existing personnel questionnaire forms (i.e., PHS, PHS Supplement, Personnel Resume, Interim Activities Report) to standardize the format (typography) and to provide on each form, spaces behind selected items to be used by the analyst for coding skills and skill levels possessed by the employee. (The Qualifications Analysis Branch has prepared models of proposed PHS, Personnel Resume and Qualifications Supplement forms with the data arranged in sequence on each form as that on the Qualifications Record to facilitate the coding and typing of the information on the Qualifications Record (Tab 16).) Coding skills on the original documents would, in addition to saving time and labor, serve three (3) purposes:
 - (A.) It would enable the Office of Personnel to determine the number and types of experience factors registered on each employee in the Mechanical File.

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- (B.) It would enable the Chief, Qualifications Analysis Branch to review the information coded and to evaluate the quality of work performed by the Analyst.
- (C.) It would eliminate the need for the special coding sheet now used in the Qualifications Analysis Branch, and in addition, analysts would know which questionnaire form was coded last when the individual records are being brought up-to-date.
- (4) The next step would be in the construction of an Employee Qualifications Record (Biographic Profile) in the form of a file folder which could be reproduced (Tab 17). This card could serve four (4) purposes:
 - (A.) It would enable Career Service Panels and Operating Officials to make comparative appraisals of employees qualifications for promotions, reassignments, training, etc., thereby, improving the selection system.
 - (B.) It would eliminate the need for independent qualifications records now maintained in various organizational components.
 - (C.) If constructed in the form of file folders, it would serve as a temporary storage file for documents until such time as the information is typed on the qualifications record card, and could be used also by Career Services for filing EYES ONLY memos or RYBAT dispatches.
 - (D.) Blank spaces provided behind selected items on the qualifications card could be used by operating officials to record sensitive information through use of special codes, developed for this purpose. Codes could be used also to record non-sensitive qualifying information needed for statistical studies. The knowledge of the sensitive information could be controlled on a "Need to Know Basis" by the individual or group having possession of the key to the special codes.
- (5) To be truly effective, the skills of each employee should be coded and punched on IBM cards in the

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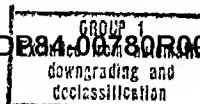
IBM System with detailed information concerning the skills outlined in the Qualifications Record. For this information to be accurate, it can be obtained only by these steps: A review of the Official Personnel Folder; use of supplemental questionnaire forms to be completed by each employee (tab 18); and, an interview with the employee by a qualified analyst. These important steps would lead to the development of procedures for obtaining the basic data needed to complete an initial qualifications record on every Agency employee:

- (A.) To complete the initial recording of employee qualifications records at an early date and to maintain the records on an up-to-date basis, it is essential that the services of division personnel officers in all Agency components be utilized. These officers could be instructed by the Qualifications Analysis Branch on the methods used for coding and recording the individual's skills and skill levels; also, the system to be used for keeping the information on an up-to-date basis.
- (B.) Following the initial recording on each employee, some form of maintenance will be necessary to keep the individual records up-to-date. The Qualifications Analysis Branch feels that maintenance on an up-to-date basis can best be handled by use of the Qualifications Supplemental Questionnaire which would be forwarded to the employee at the same time his fitness report is due. Information contained in the fitness report and on the supplemental questionnaire would be used to record newly acquired skills and experiences.
- (C.) If necessary, the information obtained on interview could be verified by the supervisor to determine the skills and skill levels utilized by the employee while assigned to a particular position.

6. RECOMMENDATIONS

- A. Based on interviews with personnel who have had experience and knowledge in this problem area (Tab 19), and study of existing qualifications records media (Tab 20), the Qualifications Analysis Branch recommends:

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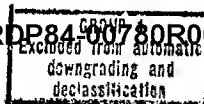
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- (1) That a central qualifications register be developed by the Office of Personnel to be used by all Agency components to identify personnel qualified by reason of civilian and/or military background who possess language and area knowledge and in addition to locate individuals possessing unique operational skills in the fields of: Psychological Warfare, Counter Intelligence, Military Intelligence, Communication Intelligence, Interrogation, Public Information, Foreign Service and Foreign Intelligence.
- (2) Since various skills and levels of proficiency are required in accordance with the duties to be performed, the Qualifications Register and Qualifications Card should be developed to record those operational skills and skill levels possessed by each employee to enable Career Service and Operating Officials to make more effective, comparative appraisals of the individual based upon his skills, knowledges and capacities.
- (3) That the Qualifications Records System be administered and maintained on a current basis in the central Office of Personnel with duplicate records at the relocation site to provide the Agency with a records-screening mechanism for locating individuals possessing specific skills, knowledge, and experience for use during a national defense emergency, and also to provide manpower planners with a current Agency-wide reference for locating specialized personnel for staffing different types of operational assignments.
- (4) Based on the assumption that the Qualifications Record System described herein will be developed and administered by the Office of Personnel, it is recommended that the Director of Personnel appoint individuals responsible for Personnel manpower from within the Office of Personnel and from each major organizational component who would serve as a task force to provide advice and policy guidance to the Chief, POD, on the implementation of a central qualifications record program.



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